# FINANCIALTIMES <br> No.-27,263 <br> Thursday May 5:1977 

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## Pay policy setback as engineers reject third phase

 BY ALAN PIKE, LABOUR STAFF, IN EASTBOURNE
£7 to be repaid on every phone


## Ulster power

workers may support strike

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## LOMBARD <br> A journey worth making

BY BRIDGET BLOOM

Oats seems to have the edge over strong challengers

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SALEROOM $\quad . \quad . \quad \because$ BY ANTONY THORNCROFT

## Taxman＇s share of Mentmore



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CRICKET

## England start favourites



## COMPANY NOTICES



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## WsFarhe Sleeping Beauty







 Book Reviews are on:
Page $19 \%$










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## Charles Dutoit













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## lugged?

|  | He is a satisfying artist indeed arthur macos <br> Ustinor at Deutsche Oper <br> Peter 'Ustinov is to prodace Offenbach's Les-Enipanchs Dis Banditen) at he Deutsche Opel in Berlin Rehearsals start thi in Bern to prepare for tha firs performance on January 28. 1978 |
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## Record Revie <br> Six Russians

by DOMINIC GILI

## , <br> 



## Rome opera

## Anna Bolena

by WILLIAM WEAVER


## Authentic Beethoven?

by NECHOLAS KENYON














 opera 'A Gentle Spirit'








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tion were held now in France.


## Dark days for Giscard



## "TELECOMMUNICATION CONSULTANCY. SERVICES"

The Arab Satellite Communication Organization wishes to establish a Regional Satellite Telecommunication System and invites competent entities for the above-mentioned Tender The Consultancy services shall be on a retained basis for a period of five years and will cover all implementation stages comprising
-Survey of Arab countries, present and near future, need of voice record, and programme channels.
-Converting the survey into transponders and satellite numbers.
-Designing of both space and ground segments.
-Participating in bids evaluation and negotiations.
-Supervising the manufacturing, as well as constructiọn and testing stages.
-Rendering other services such as advising on training, operation and maintenance, and. tariffs, etc.
Only Tenders received from Consultants with previous actual experience in similar projects will be considered.
Tenders may be obtained after May 1st 1977 from the following office upon payment of a sumi of U.S. $\$ 250$.

Arab Satellite Communication Organization, Riyadh, Kingdom of Saudi Arabia.
-The closing date of the Tender is 12 hours (noon). 1st August 1977
-Bids must be enclosed in two separate envelopes.
A.-The first shall contain the Technical and Qualification Offer.
B.-The second shall contain the Financial Offer

Both shall be clearly marked. The second envelope will only be opened if the Bidder is found technically qualified för consideration.
Bid Bond in cash or Bank Guarantee from an approved Saudi Arabian Bank of U.S. $\$ 25,000$ for a period of 6 months shall be received with each bid not later. than the closing date.
Offers not complying with the above Tender instructions will be ignored.
All correspondence should be addressed to:
Dr. Ibrahim Obaid
Chairman of the Board of Directors
Arab Satellite Communication Organization
Riyadh
Telex 20020 Gentel Riyadh


## $59 \%$ ion $1 ; 50$

## in cleq eLropean news



## Swedish unions reject

 mediation and plan strike
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## USSR bans Orlov lawyer

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announclng that Sovict authori. based on careful
investigation


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## Argentina ex-President held over factory contract

## Canadians maintain firm stand

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MR. TRUDEAU AND QUEBEC

## Keeping away from the clinch



Gas export price may rise
THE NATTONAL Energy Board meat normity ot ha, may t.









## Fed action may


Tax cut bill approved


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Israeli curfew in Nablus








## Third World talks plan





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Uganda to
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## AFTER THE GUERILLA RAID IN MAURITANIA <br> The unwinnable war




French row with Algeria


## Citroen to launch 'export' car

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THE FRENCF motor company no more than two a day asing of the decade to be marketed
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By CITIBANK, N.A., Trustee

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Hawker's Nigerian base




## Sharp decline in British exports to China

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HK buying mission

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## \$160m. U.S. plants for Ireland

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 We have been"at home" for a long tim
places around the world.


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## Cheap bus fares lead to loss of revenue survey finds



## Price limit


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£240m. in aid

Clean air costs

Tube expansion.

Labour holds vital industrial belt in Scottish elections

## Wine sales <br> 1.500 workers <br>  <br> Craftsmith growth

Mr. Benn presses on with plams for an Energy Commission




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## Howdid an

East European Government obtain expert financial advice and a credit package including UK, US and Swiss Export Credits and a US $\$ 100,000,000$ syndicated euro-currency loan for a petrochemical project?


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[^0]Civil Service union wants talks on closed shop


Pilots toughen stance on strike


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IMPERIAL CHEMICAL INDUSTRIES LIMITED \\
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March to Impress Congress


Leyland gives choice on pay talks reform

Journalists reject union strike call in support of colleagues






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RECENTLY QUALIFIED A.C.A.
COMPUTER SYSTEMS ADVISER Applicants, Imale/female), will bereecentit qualified
accountants aged around their mid late twenties. They will probably have trained with a leading sophisisicated accicutining systems and computerised procedures. Ref 1858. Aheir mid/late twenties and will have had consultancy ora maior company operating a systems and procedures. They should be able to take an objective papproach, work independenty and have
the ability tocommunicate effectively with the abirity to communis Formore detailed information conceming thase appointments and a personal history form, please
contact Nigel V. Smith A.C.A quoting the appropiote reference

Douglas Llambias Associates Ltd. 410 Strand, London WC2RONS. elephone: 01.8369501 and 3 Coates Place. Elinburgh EH37AA.
Telephone: 031.2257744 .

COMMERCE \& $\mathbb{N}$

## Management Accountant

c. $£ 8000+$ car + bonus


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## Manager-Accounting Development

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HAMPTON GOLD MINING AREAS LIMITED Acquisition and Investment Research London Head Office
Hampton Areas is looking for sonmone write a degree and a basic training in one of the



 Apphicants stoold wite or

[^1]
## Assistant Director of Finance

 (Accountancy)£10,427- £11,149.
The Assistant Director is responsible to the function of the Authority inclidinge co-ordinating he accountancy operation in the eight functional responsible for the formulation an management of the ammual revenue budget and The elatest is shargitable prop a qual qualified account with considerable erperience at senior management level in thie finance directorate of a publice authority or ocher large organisation. offices in central Leeds arid relocation expenses are available. A Regular User Motor Velicle Remumeration and conditions of service are in accordance with the Joint Negotiatiog
Committee for Water Service Senior Staffs: Application forms and farther detarlis are: Available from the Regioinil Persamion Offlcer?
 to. whom they shonld be retuxned by 18 th May
1977 quoting: reference RN 328 .

ASSISTANT TO

## GROUP TREASURER

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TOOTAL LIMITED Sis oxters smitiv.

## Treasurer Designate

The vigorous pursuit of a succerssfal UK and overseas grownh strategy hat sustrined: the profitable growth of this 9 -igure raternational group. I

Intended furrther growth and the neced to augment the group's senior manage nent capacity has creared the need for a No. 2 to the Treasurci whom the 3 years. He or she will at present probably be in eicher internationai bariking or the Treasury rcam of a substantial mulinational business. Succersiftul which will ensurc sucecess in an an innovative but demanding personal quaditite vironment. The likely age is 35 to 45 .
Although based in the North, the post will involve considerable inturfac withal benefirs, vill pris ins be in the range of 9 Please send full details - in confidence - to C. Bexon refi: B, r7e-4x

## 1 - Management Consultants

 7 Stanament Selection Limited 17 Ṣtratton Street London W1X 6DB
## International Systems Development Manager



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## AREA SALES MANAGER

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Scandla Plate, the expoitsates organisatlon specialising in heavy steel plate from Swedish Companies, mainly from Sweden's largest industrial groups - is expanding its sales organisation in Great Britain, to keep abreast of the growth in this important market.
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OVERSEAS AREA SALES MANAGER MIDDLE EAST AND AFRICA
We are one of the leading companies in the field of International Contract Hemand for our services. We need Overseas Sales Managers, based in London, to support and expand our existing operations in the Middole East
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ambition, who can produce $\begin{aligned} & \text { results. Salary } \\ & \text { E6,600 per annum, plus car, }\end{aligned}$ ambirin, who can pirguace
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## FINANCIALTIMES

## PROMOTIONS EXECUTIVE

The Promotions. Depariment of the Financial Times requireseajyoung Prorotions Executive for a new appointment offering considerable The successfuil candidate must have sound promotional experience, preferably gamied in a néwspaper or advertising agency. This experience should inciude knowledge of the marketing aspects of promotions as well as fie preparation and comanissioning of adverAn ability to write advertising copy in good, clearEnglish would be a decided advantage. The successfin candidate will be requixed to discuss promotional projects at ait letels within the Einancial Times group as well as
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Salary will be by negotiation within the range of $£ 4500$ to $£ 5000$ a year.
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Responsibilities of this Executive will include credit analysis; preparation of offers, review of loan documentation, syndication of loans." negotiation with borrowers and participating banks.
Applicants should be in their late 20 's/early 30 's with an experience of at-least 2 years on the eurocredit market MiddIe-East experience, wbilst not essential, will be am advantage.
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Singer operite extensively in many countries of the world and have a long estabished industrial. responsible for all aspects of financial control.

- Applicants who wish to join this dynamic multinational organisation should be qualified daccountants in their I atet twenties who can offer some previous multinationa axperience either in a similar position or trom an auditing role. A knowledge of U.S: accounting systems would be an advantage. Candidates should have a knowledge of, or be prepared to learn, Portuguese.

After a s short induction period spent tin London and Brussels the Financial Controller
expect to spend some 2.3 years in this position befors could expect to spend some $2 \cdot 3$ years in this position before he or she is promoted to excellent and depend entirely on'individual ability: Fringe beneffits include an overseas service allowance, 4 weeks paid home leave, instrance and pension schernes and relocation and school fee allowances.
Please write with conccise details of age, experience, qualfications and present
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Mann Judd
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Londor WCEE 7 JP
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## Account Officer

## Scandinavian Banking-London

$\begin{array}{ll}\begin{array}{l}\text { Citibank NA, one of the } \\ \text { world's leading intemational }\end{array} & \begin{array}{l}\text { and preferably have a business } \\ \text { degree froma European or }\end{array} \\ \text { danks alread }\end{array}$
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and preferably have abusiness
degree from a European or
American University The ideal American University. The ideal
candidate should also have gained $1-2$ years business experience either in finance or commerce.
Salary will be negotiable Salary will be negotiable
ccording to experience and qualifications, and there is an excelient range of benefits. Please write in confidence
with details of your education. experience and present salary. Iepel., to: Mr .J.J. Kennedy,
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exceeding five yeass, $z$ fully
quasilfied act acountant with managerial ability, preferabhy 8 . University griaduate and
preferably in the age range 26 to 040 . The Financial Comptroller




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Thair European language would be $a$ dacided dodvantage. There àre raal promotion prospects.

Denis V.E.Howar Recruitment and Selection Consulcant Third Floor, 4 Cromwell Place gormy London SW7 2.JJ 맴

## managing director

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We seek a person of about $25-30$, with relevant experience and Wor the right applicant ond the opportunity in due course to share
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 circa $£ 4,000$ He/she will be responsible for the inverment analysis of
ail UUK ordinary sharetholdings held by the group pension
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The peraon appointed will be responsible for the day to day
management of part of the Groupis portfolio and will be


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PARTHER'S JUNIOR ASSISTAHT FOR BAHK DEPARTMEAT

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Must have good knowledge of Investment Write (or telephone) with full details of $c v$.

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Two Young Sterling Dealers experienced in. all areas of the money market.
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Britannia Inust Marageturnent Limited. one of the feading
 an Area Mander in taith of the follouing areas: TIanchestrer England BIrmingham/Brisol Candidates (male or lenale) should have a sound knotk: particuliu. Thutir role sill be todeselop firm hisiness relation: ships with protessional agents sunh 2 ss insurance brokers,
accountallis, solicitors and stock brockers but will not involié dirat sedling to the publis The subcessful applicants wiil be sell-smoitized, energetic and keen 20 denviop a worthwhile a car and receive the osual allonzanese: Applications, with full cv.. will be treated in the strictest confididecre and should be seat to Mry J. A. Nichols, Deputs
Chairman, Britannia Trust Management Limited 3 Londoa Chairman, Britannia Trust Management Limited, 3 Londoa
Wail Buildings, London Wail. Londoan EC2M 5QL.
BRITANNIATRUST MANAGEMENT

## FINANCIAL <br> CONTROLLER

Applications are invited for the post of Financlal controiler






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The: Financial Times Thurstay May 5 I977

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## Arch monster by george malcolm thomson




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## Albanian attitudes

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U.K. ECONOMIC INDICATORS





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## Callaghan changed

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 Minister denies U.K: lags in Concorde flights bid





Canberra crash inquiry




BRISTOL-MYERS INTERNATIONAL FINANCE COMPANY
$4 \frac{10}{2} \%$ Guaranteed Debentures Due December 31, 1980

## Adjastment of Conversion Price

Please take notice that, as a result of a two-for-one split of the Common Stock, par value $\$ 1.00$, of Bristol-Myers Company, the price at which the 4, Guaranteed Deben ures due Dece minace, Compay may be con International Finance Company may be con value $\$ 1.00$ per share of Bristol-Myers Company has been adjusted, effective April 28 , 1977 , from $\$ 57.50$ per share to $\$ 28.75$ per share.

BRISTOLMYERS COMPANY



## Peers urge progress on human rights

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## Written Answers

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Paisley expelled by UUU majority

JWT's good year (waw waw

## Bailey for Brickman





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Chile soccer hospitality


The boy boom predicted for the mid-1970s never arrived. But the prospect of a demodaphic midde age bulge offers its own marketing challenge. Mich 1 Thompson-Noel reports

## Phis factors in the baby slump

Brich


THE FINANCIAL TIMES

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## The unknown councils

## IF PAST esperience is aoy pasers＇revolts，adds weight guide，the majority of voters this evidence of frustration



 mon enouzh phenomenon in
local elections．and it is onn
to whicb politicians have be． veme accustomed over many
years．Yet the time has come
to ask whener this symptom ale whether this ssmptome eener by tbe difficulties of moved tring
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One of these addritional
Ymptoms is also familiar：it is

 new county councils seem to
are provided the country with
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## Seeking a nuclear compromise

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# A testing time for much criticised building societies 

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## MEN AND MATTERS



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## The model of a modern mercantilist <br> :

M. Dis.




The rate of tax on whisky








## Make industry

understood




## Mortgage

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## Om mid Seriatery Gem




## Letters to the Editor





## To-day's Events







# THE Logical ANSWER 

There is only one complete answer to the Hformaineyproct No matter if youare asmall, medirumor Not solong ago you were expecied to make your organisation match your computer. If you want to centralise or distribute your systems-or even if you wish to change from one to the other-you can
ofben Yee, we are now in the unique position We see it as ourrole to help you to produce theright data in the right place for the right peopleat the right time.
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Nowyouhave the widest possible choice
of the of the newest technological developmentsnties with the Eighties Soif processing on axy scale at all you should be talking to us. We call give you the logical answer

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COMPANY NEWS + COMMENT

## J. B. Holdings better than projected



## Braataning Our Basc...

 and markets that will maintain and support our continuing growth.Maintaining flexiblity in ou Maintaining flexibllity in our asset
strategy is vital to achleving our finencial performance objectives. We want to ensure that we have the necessary tech-- nological and productive capabilitites in
place for the market demands we see place for the
developing.

## ..Thruughasseif Strateyy

| FINANCIAL HIGHLIGHTS |  |  |  |
| :---: | :---: | :---: | :---: |
| Six Months Ended | Feh. 28, 1977 | Feb. 29, 1976 | $\begin{gathered} \text { Percentage } \\ \text { Chenge } \end{gathered}$ |
| Nat Income Per Share*................... | \$1.62 | $\$ 1.28$ |  |
| Dividends Per Share*.................... | . 44 | . 35 |  |
| Net Income ............................ | \$48,000,000 | \$37,400,000 | +28\% |
| NetSales............................. | \$820,000,000 | \$638,000,000 | +29\% |
| Net Income Per \$ of Sales. . . . . . . . . . . . | 6c | 6 |  |
| Retum on Sales.. | 5.9\% | 5.9\% |  |
| *Restated to reflect 1 for 1 stock distribution declared December 8, 1975. |  |  |  |

DANA
A CORPORATION

## The Bowater Corporation Limited

U.S. $\$ 50,000,000$

91\% Bonds Due 15th May, 1992
The follawing hare agreed to subscribe or procure subscribers for the Bonds:-
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Limited

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Union Bank of Switzerland (Securities) Limited

The Bonds. issued at 100 per cent, have been admitted to the Official List of The Stock Exchange. Interest
is payable annually in arrears on 15th May. commencing on 15th May, 1978 . Particulars of the Bonds are available in the Extel Statistical Service and may be obtained during usual business
hours up to and including 25 thimay, 1977 frome the brokers to the issue:Hoare Govett Limited Athas Hoose,
1 King Street,

##  <br>  <br>  <br>  <br>  <br>  <br> $\Delta$ $\Delta$ $\Delta$

 expands to $£ 0.93 \mathrm{~m}$.

ISSUE NEWS
Dunlop raises $£ 26.2 \mathrm{~m}$ by 1-for-3 rights


## RIGHTS RESULTS



## H2

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## Bellway

first half
setback



Numbint wiz endide


Swan Hunter

 - comment

$\qquad$ 4


Associated Japanese Bank (International) Limited


Extract from Audited Accounts

|  | 284 Feb. 1977 | 27th Feb. 1976 E000 |
| :---: | :---: | :---: |
| Total Sherehoiders' Funds | 24,783 | 21,429 |
| Shere Capital | 7,000 | 7,000 |
| Retained Profit | 3,195 | 2083 |
| Subordinated Loans ( $£$ equivalent) | 14,588 | 12345 |
| Deposits | 399,086 | 311295. |
| Loens | 240.208 | 194,246 |
| Total Assets | 431,435 | 338.066 |
| Profit before Taxetion | 3,074 | 1.732 |
| Profit after Texation | 1,392 | 812 |

## Associated Japanese Bank (International) Limited

29-30 Cornhill. London EC3V 30A
Telephone:01-623 5661. Telex: 883661 The Sanwe Bank Ltd The Mitsui Bank Ltd
The Dai-lchi Kengyo Bank Ltd The Nomura Securities Co Ltd (Shareholders' aggregate assets well exceeding U.S. 1100,000 million)

S. Pearson sees further rise




## Good start to 1977 at Pearson Longman












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# Sainsbury's progress in 1976-7 

## Major investment programme leads to greater market share.

Extracts from the Statement by the Chairnan, Mr fohn Sainsbury.

* "Sales during 1976-7 increased by $22 . \mathrm{T}_{\%}^{\prime}$ to $£ 664$ million, and profits before tax increased by $70_{\%}^{\circ}$ to . 266.2 million.
* "During a period of acute inflation it is particularly pleasing to record that ove the year, food prices in our stores went up less than those of the trade as a whole.
道 "Customers were not slow to recognise our improved price adrantage and we enjoyed a significant growth
in market share and in numbers of customers visiting our supermarkets.
* "Our results were made possible by greater efficiency combined with the benefits from massive investment. last three years from our own resources last thee years fore our own resource borrowings substantially.
* "O Orer three years the number of customers we serve each week has
increased by $22 \%$ while the number of staft has increased by only $3^{\circ}{ }^{\circ}$.



" "Looking back over three years, our profitgrowth of 92 o' becomes a growth in real terms allowing for inflation; of an average of only $4 \%$ per ammum fopmillion This should be comp £70milh our Thi should be compared average of $9 \%^{10}$ per annum average of $9 \frac{10}{11 \%}$ per annum.
* "In the food trade the most competitive prices - the best value for the customer - are to be found in companies earning a higher profit than. theirindustry's average. We arenot the only example in our trade of "the lower the prices, the better the profir.
* "It seems possible that the next phase of Prices Legislation could mean that commerce and industry will be under constant threat of investigation to check whether companies are operating in accordance with well intentioned but unquantified criteria. The danger of misuse of this unprecedented power to intervene for short term political purposes is, considerable concern."


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Mane
Actrass


Extracts from the Statement by the Chairmen, Mr.M.J. Babington Smith, at the 170th Annual
General Meeting held in London on 4th May, 1977.

## Ottoman Bank

Monsieur Tèle. who had been a Member of
Comnititee since 966, died in Jenuary of this.,.eara.
should like to place on record our profound apprecishould like to place on record our profound appreci-
ation of the value of the contribulion which he brought to the Bank during 47 year
Monsieur Hubert do Saint-Amand has been
nominated to fill this vacancy. He is a Member of the Management of the Eanque de Paris et des Pavs-Bas where he has sp
the Middle East.
Monsieur Resad Aksan retired as General Manage in Paris on the ist Aprii of this year, , fterer 24 years in which he rendered to the Bank. in this capacity.
We have continued our talks with the Turkish
Government, on the basis of the principles which we heve explaind tc tc you in recent general meatings. in
order to define the future régime for our branches in Turkey. In spite of the mutual understanding that has been a feature of these talks, they have not yet, by
reason of prevailing circumstances, resuited in any definitive solution.
In the framework of the Convention which still
governs them our branches have been able th incresse governs them our branches have been able to increase
their activities in a satisfactory manner and in this way continue to make their contribution to the economic
HOTEL PROJECT-ISTANBUL INTERCONTINENTAL. The Intercontinental Hotel opened for
guesls on 1st May, 1976; the official opening was performed by the Prime Minister on 1stoctoctober, 1976 . The new Hotel started well although the period
covered was not a complete year. You will recall that covered was not a complete year. You will recall that Turizm ve Otelcilik.
SOCIETE NOUVELLE DE LA BANQUE DE SYRIE
ET DU LIBAN. In spite of the very difficult cirum ET DU LIBAN- In spite of the very difficult circummaintain someactivity both in the provinces and in the two zones of Beirut. When hostiliies ceased neither the Head Office nor the branches had suffered any
serious damage. The Bank re-opened officially on serious damage. The Bank re-opened officially on
17th January, 1977 without suffering any problem as regards treasury. and deposits are now back at the
same level as before ihe crisis. The number of advances same level as before ihe crisis. The number of advances
which cculd be regarded as detinitely compromised seems to remain small.
BANQUE DE TEHERAN. The activities of the
Banque de Teheran, in vahich we have a holding of approximately $10 \%$. continued to develop satisyearfrom Rials 3 billion to Rials 5 billion.
 the
Withe firouth prate ofthe agrisilutural sector was in in ine
Foreign trade figures of the country were: Exports
$\$ 1,960.000,000$ in 1976 compared to $\$ 1,401,000,000$ in 1975 , and Imports rose by $\$ 390,100,000$ to reach a Remittances by Turkish workeis abroad fell from $\$ 1,312,300,000$ in 1975 to $\$ 982,700,000$.
Tourism is steadily improving: $9 \%$ more tourists
visited the country than in 1975 . As for the balance of payments. there was a deficit
of $\$ 2,254,000,000$ covered by short and medium-term borowings.
 galLance sheer. Our business has once again The figures in the Balance $\mathbf{S}$ heet are also augmente by the depreciation of the Pound Sterling at the end of the year under review. As a result of these two factors, Accounts $£ 62$ million and Cash. Money at Call and Bills Receivable $£ 15$ million. The ratio of Cash,
Money at Call, stc. to same as last year. Advances to customers have increased by $£ 40,500,000$ during 1976.
PROFIT AND LOSS ACCOUNT. You will see from the Profit and Loss Account that the
$£ 1,976,000$ as against $£ 1,289,000$ in 1975, an increase of $53^{\circ}$. It it necessary to deduct from this and to add those of previous years received in 1976 amounting to abourt $£ 415,000$ which results in a toal Account Of this your Committee have decided in the light of the further development of the business, to ransfer $£ 400,000$ to reserves.
The Balance available is $£ 1,390.904$ and from this Your Commintee recommend the payment of There will be payable. in conformity with Article 40 of the Statutes, $£ 257.20$ per whole share to the holders of Founders' Shares requiring $£ 55.556$ and a similar be carried forward to nextyear.

Che Secretary, Ottoman Eank, $2 / 3$ Philpot Lane, London EC3M

## Prattan

GATALOGUEMAIL ORDEB

## Profitable Growth

Mr. Robert Owthwaite, Chairman, reports an encouraging vearfor the Company in which continued efforts to minimise cost increases provedsuccessful.

THE MAIN FEATURES OF A GOOD YEAR WERE:

* Sales $\mathbf{~} 148.5$ million - up $13.8 \%$
* Pre-tax profit $\mathbf{\text { £ } 1 1 . 7 ~ m i l l i o n ~ - ~ u p ~ 1 9 . 1 \% ~}$
* Earnings per share 12.72p-up 19.0\%


## TURNING TO PROSPECTS FOR THE CURRENT YEAR HE SAYS

The Spring and Summer 1977 got off to a steady start, though the leve of business reflected the general subdued state of the retail trade. Ibelieve that we
Summer season.

Whilst it is difficult to judge what trading conditions are going to be like throughout the country during system of enabling people to buy a very wide variety of goods for the family and home from a catalogue, is established and attractive and will remain so. The Company is well equipped and able to maintain its successful progress.

The Annual General Meeting will be held in Bradford on May 26 th.

The Report and Accounts are available from Anchor House ingleby Road, Bradford.
West Yorkshire B099 2 KG

Babcock \& Wilcox outlook


Orders up at Tilbury Contracting






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Warne Wright looks
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Sainsbury soars $70 \%$ to £26m. and cuts borrowing


## Signal on interest rates





| ${ }^{2165} 9$ |  | Inemant |  |  |  | Compant |  | ¢ Traminy |  | - |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 9ver | . - | ${ }^{4.818}$ | 76.750 |  | - | ${ }^{\text {a }}$ | 384 | - | $=$ |  |
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|  | $7{ }^{7}$ |  |  |  | cisem | 三 |  |  |  |  |
| Yis monita |  | 880 | $\mathrm{UL}_{2}$ | 027.712 | 8 |  |  |  | ${ }^{7} 0^{\circ}$ | 324 |




## 角WHSMITH

## W.H.Smith \& Son(Holdings) Limited

Results1976/77

| Sales | £324 million | Up 22\% |
| :--- | :--- | :--- |
| Profit before tax | £15.6 million | Up 39\% |
| Earnings per $£ 1$ share | 42.0 p | Up $47 \%$ |



481,001550


## Pearson Longman Limited ＂A marked turn for the better＂

## Salient comments from the statement by the Chairman； Lord Gibson <br> n 1976 Pearson Longman＇s fortuñes took a marked tuin for the <br> shareholders but by many other audiences who have an interest in what is undoubtedly one of the most important and successful publishing groups in the English－speaking wortd．

 etter．The newspaper businesses，after a difficult spell in the two receding years，regained some of their former prospenty and ou urther progress，especially overseas．Sroup profit
he group profit before interest and tax，$£ 19.075,000$ ．is the uginest yet recorded．The profit after tax and minorities but before xiraordinary items was f9 013.000 compared with $f 4.618000$ or 1975．an increase of 95 per cent．
The Longman Group benefited from its wide involvement in verseas markets，especially in Nigeria．Moreover，Longman and a lesser extent Penguin derived some tinancial benerit from the ecline in the value of the pound sterling．
The nows paper businesses benefited from better revenues，in Jtal 17 per cent higher than in 1975．Although the Financial．
－Imes has been able to achieve a material incese in its revenues tho
osts
furability to recover cost increases is not unlimited．Of late ehspaper selling prices have been going up at a rate greater than Prise in the retail price index．If the trend is to be halted we must Md means of controlling the steady rise in costs．In this nnection we are disappointed by the reception given to the heme put forward jointly by manegementand trade union to nation the introduction of new computer－based technology te FinancialTimes
－earson Longman brochure
－ 1 隹 year we．have decided to produce an illustrated brochure sscribing in words and pictures the activities of the compan
egroup．We feel that this will be appreciated notonly：by．

Highlights from the 1976 Report

## Turnover

Profit before interest
The company and its subsioiario Profit before taxation
The company and its subsidiarie Associated companie
Total profit before taxation Taxation Profit afte

## Dividends

Profit retained and added to reserves Earnings per ordinary share

## Dividends

In orderto reduce the disparity between the interim and final dividends，the interim dividend on ordinary shares paid in November 1976 was raised to 1.75 p per share as compared with 1.4 p per share for the previous year．The directors have declared bringing the total dividends for the year declared to date to 5.36 per share．Inclusive of tax credits，the dividends declared to date amount to 8.246 p per ordinary share as compared with total dividends for 1975 of 7.497 p per share，an increase of 10 per cent Shareholders will be asked at the annual general meeting to decłare a final dividend for 197ó payaols only if the rate of advance corporation tax for $1977 / 78$ is reduced of the amount necessary to maintain total gross oividends for 1976 at the maximum permitted oi 8.246 p per share．

## Prospects

The newspaper companies have made a good start in the present year．Current economies in local authority expenditure are having but this should be more than offset by the growth in overseas markets and our book publishers expect another good year． Employees
I should like to conclude by thanking all those who are employed in the group． 1 am still concerned that those in management and those with special skills cannot under present rules be given the increased rewards which their efforts deserve．There is an urgent need throughout industry for the reintroduction of proper
$\qquad$
The Annual General Meeting will be held in the Vickers
Conference Suite at Millbank Tower．Millbank
London SW1P 4OZ，on Friday，27th May 1977 at 11.30 a．m．

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## financial times westminster press longman peneun

 Mibank Tower，Mmbank，London SWIP $40 Z$ Pleese send me a copy of the 1976 Report and Accounts and the Pearson Longman brochure．
## Name

Company
Address


## Strong newbusiness

 in 1976.The One Huwatred and Fify Third Annuul Ceneral Mecting of fhe Clericial. Tredical and


It is with pleasure that I report, onc
Total new annual premiums, including thal on pension business, amomuted to $£ 9.5$ millions, an increa fil2\% on 1975. Single premiums seceived were $£ 6.6$ millions, compared with $£ 9.5$ millions in the previous year
Total new sums assured including group life business Total new sums assured, including group life business, The exumbers of $£ 280$ millions.
gain a record figure and showed an increase ofll\% was In the latter baff of the year, we introduced our
"Repeater" Policy, a 10 -year endowment assurance which at maturity can be renewed irrespective of the policyholder's tate of health. The policy, which provides attractive terms for the continuing in
We have also recently introduced special options for those new and existing policyholders who use one of the Society's policies for the repayment of a house.pirchase mortgage. These options make it possible, in most circumstances, for policy holders to adapt their policies to changes in their
state of health.
The Society's Personal Financial Planning business continued to he very active, and new sums assured and premiums of policies resulting from this highly specialised service have heen considerable.
The new commission agreement for ordinary life
husiness, to which all members of the Life Offices husiness, to wbich all members of the Life Offices' Association and the Associated Scottish Life Offices were parties, came into effect on 1st Octoher 19\%. We welcome levels with premiums rather than with sums assured. . We also welcome the intention of the newly formed British Insurance Brokers' Association to set standards and
qualifications for insurance brokers. It is, however important qualifications for insurance brokers. It is, however, importan hat there should be no undue constraints on other experienced types of independent agent and, in particular, on the professions such as accountants and solicitor

## Group Pension Business

The developntent of group pension business has been restricted hy the continued limitations under the pay policy introduction of new schemes. Nevertheless, the Society has een able to complete a satisfactory number of new group schernes. New annual premium income from perision husines wis $£ 6.4$ millions ( $£ 6.2$ millions in 1975 ) and non-recurring single premiums were $x^{\prime} 6.2$ millions ( $£ 9.1$ millions). During the year a major concem of the Society has been
the study of the extremely complex provisions of the 1975 Social Security Pensions Act. We are now engaged in Social Security Pensions Act. We are now engaged in brokers on whetheror not the schemes should be contracted out of the new State Pension Scheme from April 1978. Thi is a formidable task, which is adding considerably to the Itready heavy cost of administering group pension schemes. in legislation affecting pensiors, first, to allow the work associated with the Social Security Pensions Act to be insurers sufficient time fully to adjust to thenew conditio that will apply from April, 1978.
Occupational pension schemes have developed in an
environment of co-operation and partnership between the employer and the scheme members. It willnot assist if government legislation alters this situation by imposing. not only on the employer but also on the scheme members the necessity of accepting trustees who may represent only part of the membership to the exclusion of the adeq pensioners.

## unvestments

1976 was the year in which those responsible for the investment of the funds of life offices and other savings institutions faced a serious aggravation of the prohlerms ty the enormous size of the govermment borrowing requirement.
In the post-war years, the Society invested a large proportion of its new money in the equity of British companies and in the huildings in which they operate Although, at the time, there seemed to be many changes in he country's fortunes, those years, in retrospect, look like Conditions, however have altered, and the Society, in the ast few years, has considered it wise to change the emphasis it has invested nearly the whole of its new money in government securities, which recently yielded $14 \%$ to $15 \%$, ompared with immediate dividend yields on ordinary hares of $4^{n i n}$ to atin the balance needing to be rade up by ontinuous growth in dividends of over $10 \%$ per a an ambitious one, wben industry is producing below full apacity and prices are controlled, it is unlikely that earnings will follow a smooth upward progression, and, if they do, the stumbling hlocks of tax changes and dividend returns to the sbareholder It is the duty of the Society to run its investment portfolio in the best long term interests of
the policyholders, and we must, therefore, continue to seek the best overall returno on the fimds for which we are responsihle Apart from the risks attendant at the present time on increasing our investrnent in the equity or with sh companies or another secure the large sums of money which it has committed itself to spend. It may do so hy taxation, borrowing abroad, as long as there are willing lender hy printing the raney, which leads to inflatior, or oy horrowing at home, mainly from the institutions, mcluding thie Society. In this last case, the government has toincrease the rate of return on gilt-edged securities to a level which
will draw money away from investment in industial stocks Although day to day decisions in investment still allow us room for manoeivre to improve our existing portfolio there has therefore recently been little practical alternative to investing the major proportion of new money in
government securities. Be all that as it may, we have government securities. Be all that as it may; we have
considered it right to maintain a substantial stake in the best British companies, in property, and in some overseas covel more comparable with that of Britain's primcipal competitors in international trade, and with the bringing govermment expenditure, no matter how worthy its objects, into better balance with the real resources available to finance it, the attractions of investment of new money in British industry will revive and growth in the creation of real wealth, for the benefit of the whole community, will be
resumed. resumed.

## Bonus

1977 is the final year of our current bonus triemnium, and we entered the year with bonus rates unchanged from important change to the method of calculating entitlement to terminal bonus, the effect is that death claims under participating policies receive up to one year's additional eptitiement. The made in 1978. be made in 1978

The Society and the Insurance Industry We have recently sent to all our policy holders a leaflet prepared by the Life Offices Association and the Associated
Scottish Life Offices dealing with the role of the savings of policyholders in Britain's economv. We have important: responsibilities to our policyholders to invest these saving to achieve the best retuin and we must not jeopardise the longer term benefits by taking too narrow and short term a view, At the same time, we are fully cugnisant of the difficuities which the national economy is encountering, and we have given our full support to Equity Capital for Industry; a body set up in 1976 to channel institutional funds inlo developing situations inindastry, particularly find capital hard to raise.
We consider that direction by the govemment as to how or where a life office is to invest its funds, whether this came about by nationalisation or by anv other means, would be injurious to the interests of policy holders. We believe that these interests are entirely compatible with the national interest and the encouragement of a vigorous industria economy.

## Staff and Administration

The first phase of the move to the Society's new Bristol Head Office was completed in 197.5. In 1976 we began to reap the benefits of the detailed planning which preceded
the move. the move.
has helped with the efficient handling of many of the Society's activities and, in particular, with the prompt issis of policy documents and other documentation arising from the increased flow of new husiness. The new office and the pleasant surroundings of Bristol have been welcomed The decentralisation scheme is due to be completed in 1977 , working in London.
No one contrihuted more to the success and efficiency
themove than our Staff Controller, Air Vice-Marshal T. J.Hanlon, CB, CBE, who joined us in 1971 after a distinguished career in the Royal Air Force. It was with great regret that we learnt of
1977 , following an operation.
General Manager Mr Leonard $H$ ad General Manager, Mr Leonard Hall, to the post of Deputy warmly congratulate him. The cboice is agood one 1976 was a successful year for the Society. The members by their keenness, resource and hard work. Once more I wish to acknowiledge what they have done for the Societ and to thank them most sincerely.
I feel bound to add that our loyal observance of the wishes of the government about pay restraint is creating increasing problems, particuarty over the proper reward place of the present pay policy will give due recognition to these prohlems.

## 4. CM gG

Clerical,Medical \& General Life Assurance Society

Grattan to maintain progress


$\qquad$
W. H. Smith is well placed , ind



$\xrightarrow{\substack{\text { 11.30 a.n. } \\ \text { Chatrman's statement, Page } 26 \\ \hline}}$

A: A. Industrial doubts on earnings

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 Mancix


Grampian looking for improvements


Fothergill \& Harvey Ltd

## RECOVERY N 1976...

yimmenem UP mone EXPORT TRADE TURNOVER $/ P \mathbf{4 6 \%}$ To $\mathbf{£ 2 . 6 m}$ Profit before tax $/ \int 25 \%$ To $£ 903,000$
EARNINGS PER SHARE OF $25 \mathrm{p} / \mathrm{P} 29 \%$ To 9 p


PROSPECTS FOR 1977 The upturn in business which made itself felt in mid-1976 has continued into 1977 although, in some it is difficult to know at what level this will stabilis. If the momentum in the more buoyant ares can maintained in the face of many economi uncertainties, not least of which are the stion marks overhanging the nextphase believe that 1977 could contro, ubstantial increase could. see FLUOROCARBON PRODUCTS, FIBRE REINFORCED. COMPOSTEES AND MNOUSTRIAL SYRTHETIC
FIBRE TEXTILES FIBRE TEXTILES Regislered Office:
Sumnit Lilletorin The Frizzell Group


## "An encouraging increase in profit"

## Extracts from the Chairmai's statement for the year ended 31 December 1976

 Profits increaseThe Group has exp

 crease or 3 , overit million showed an

Insurance broking
 olgale fnsurance Company Limited, our new

Insurance broking
UK insurance broking. which forms shelargest part or our activities. continucd to expend.
profitably. A great effort is heing put into mproving A compuncercorperationg and into his should . Credit finance
As result of a change in group fundiog policy
Shawiands Securities Lid expericnced a difficult
 Underwriting
he 1973 account

Staff

The future
The future
amutonfictent that with the conteinued sippoit
call our staft we shall make firther protres

## Five years of growth

traordinary items
The Frizzell Group Litd


Extracts from the Statement by the Chairman Lord Cowdray, in the 1976 Report \& Accounts. Last year Ireported that the Group wass "ready and able to take advantage of any improvement in the British economy and in world trade". In the event we achieved total profits before tax of $£ 38 ; 583,000-$ a record for the Group. While this includes $£ 1,166,000$ arising from changes in stock valuation to comply with a new accounting standard, it represents an increase of 54 per cent over the previous year's figure of $£ 25,019,000$. This was much the bigyest annual advance since we became a public company in 1969 After deducting minority interests ourgttributable profits were $£ 28,538,000$ ( $1975 £ 18,774,000$ ) and earningis after tax were $£ 14,492,000$ (1975 $£ 8,306,000$ ). Because the tax provision was $49 \cdot 2$ per cent of profits compared with 55.8 per cent in 1975 , after tax earnings and earnings per share showed an increase of 74 per cent:
During.the year we sold to Inchcape \& Co. our 38.4 per cent interest in the Bain Dawes group of insurance brokers. This was a logical development for Inchcape and the terms offered to us were attractive. The cash part of the proceeds of this sale went towards our purchase of the balance of the share capital of Embankment Trust, an investment trust in which we already owned a 28 per cent interest. The effect of this transaction was to eliminate the substantial discount represented by the market value of our 28 per cent holding as against the underlying asset value and to bring into the Group an additional portfolio of marketable securities including a substantial overseas element. Since the transaction the value of the shares held by Embankment Trust has increased.

## Dividend

We are making a dividend recommendation which will ensure that the total paid for 1976 is increased by the maximum permitted.
Exports and Overseas Earnings
A notable feature of 1976 was the major improvement in the contribution made by our exports and other overseas earnings. In addition to Midhurst Corporation, whose profits are earned wholly overseas
entouraging progress was made throughout the rest of the Group, but especially striking advances were reported by Longman, 80 per cent of whose turnover

| 1976 Results in brief |  |
| :---: | :---: |
| Group' profit before taxation | £38,583,000 |
| Attributable profit before taxation | £28,538,000 |
| Profit after taxation (excluding extraordinary items) | £14,492,000 |
| Earnings per ordinary share | 21.2 pence |
| Dividends per ordinary share | 6.1 pence |
| Turnover (excluding banking and investment income) | £290,000,000 |

is now outside the United Kingdom, and by Royal Doulton Tableware which increased its share of the very competitive but profitable North American markets and sold over 54 per cent of its products abroad in 1976. Other companies with a major percentage of their business overseas were Lazards (approximately 30 per cent of total income). Penguin (42 per cent of sales) and The Financial Times (about 25 per cent of advertising revenues).
Overall, the Group earned 55 per cent (1975 41 per cent) of its profit outside Britain and this figure does not include the substantial revenue from overseas in Britain. It has been a major element in our products try to increase the proportion of our profits derived to from abroad and we are a stronger business for the progress made in this direction in 1976.
Capital Investment
This year I would like to report more fully than usual on

the Group's capital investment programme. During the past five years, and despite the difficulties caused by high inflation for many of our companies, our businesses have invested some $£ 42,000,000$ in land and buildings and new plant and equipment. The largest total amounts have been spent at Doulton, principally in building new capacity for tableware production and glass processing, at the newspaper comp:ries for new presses and production equiprnent, and at the book publishing companies for additional warenọuse capacity and distribution equipment. While much of this expenditure has been financed out of cash flows, the Group will have contributedfrom centralfunds an additional $£ 7,500,000$ by the end of 1977 towards Doulton's expansion. It is worth noting that the Doulton programme has mostly comprised major factory re-equipments and these take ime to bring into full production. Consequently much of the benefit which we expect to reap in terms of substantially increased profits has not yet come through into our results.
Prospects
In general, I expect the Group to continue to grow during the next few years. We have ample resources available both for the further development of our existing businesses and for new investment opportunities.
The early results for 1977 throughout the Group have shown a promising increase on the corresponding period in 1976 and provided the trend continues believe that we can expect another worthwhile improvement in profits this year.

## Employees

The success which we achieved in 1976 was due largely to the hard work of our employees at all levels. It is to be hoped that we are approaching a period when the rewards, after tax, for additional skills and responsibility will be allowed to reach more appropriate levels than in recent years.

## Group Interests

The Pearson organisation comprises four main divisions employing about thirty thousand people witti capital employed in excess of $£ 250 \mathrm{~m}$ WHITEHALL TRUST (Lazard Brothers and investment Trusts) EARSON LONGMAN (Publishing)
MIDHURST CORPORATION (North American Inter

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| 4 ${ }^{4} \mathrm{EAST}$ LANCASHTRE |  |  |
| N PAPRR GROUPTTD. |  |  |
| Year ended 31 st Deceimber |  |  |
| Turn |  |  |
| Profit before ${ }^{\text {T }}$ |  | 1,249 |
| Taxation (cred | 23 |  |
|  |  |  |
| Minority Int | 160 |  |
| Retained Earnings in the Company |  |  |
| Earnings per share |  |  |
| Dividend per shere | 2.931 p | 2.9 |
| *Profit before tax includes re/ease of stack provisions no longer required totelling 575.000 . |  |  |
| In the Annual Report to the Shareholders, th |  |  |
| Directors made the following points : |  |  |
| * As predicted, 1976 in the event turned out to be e poor year for the Group. |  |  |
| * The combined effects of a weak markei foreign competition. high intarest rates and a sinking trading units within the Group to try to obtain a satisfactory performance. |  |  |
| * Certain subsidiaries, however., succeeded in turning in |  |  |
| This fact, and the relaase of stock provisions, rather than eny ganeral improvement in trade. गed to losses reported |  |  |
|  |  |  |
|  |  |  |
| Nㅡㅇ In the belief that there ere now grounds for some optimism, tha Directors recommend en unchanged total dividend for the year. |  |  |
| At the Annual General Meeting held at Radcliffe, Manchester, on 4th May 1977, the Chairman, Mr. C G Seddon, said: |  |  |
|  |  |  |
| The Group is likely to make a reasonable recovary during |  |  |
| $\therefore$ more optimistic about the Company's prospects than at any time during the past two years. | The upturn in demand experienced during the last quarterof 1976 has continued into 1977, and the Directors feet |  |

## Co-operative Bank Group

The following are extracts from the statement of the Chairman, Mr. A. Sugden: A challenge for Co-operative Banking






Co-operativeBankLimited


 struapce broking servic:
 Handybank Service
 In fonk ind his servico-now availablectrroughaboont 4,000 outect p corcs bydin eristunccfor
 F.C.FinanceLimited





Annual Report
Hydiatusfromiteacco

|  | 1976£000 | 1975£000 |
| :---: | :---: | :---: |
| Total ass | 366,403 | 330,760 |
| Operating profit | 3,018 |  |
| Exceptionalitem | 350 | 1,400 |
| Group profits befo | 2,670 | 2,158 |
| Group profits afte |  |  |
| and minority interest | 1,123 |  |
| Share capital | 8,000 | 8,000 |
| Reserves....... | 19,413 | 17,892 |






Bestobell Limited

## '1976 results

 ontarget'SirHumphrey Browne, Chairman
U.K. performance good = orders increased. But Group profit affected by down-turn in South Africa and Singapore.

- Dividend raised by permitted maximum
- Product range and geographical coverage further extended.
- 1977 off to a good start.


The Bestobell Group employs about 6,000 people in 29 operating companies located in 18 countries. Main products and activities include: VALVES AND CONTROLS: AIRCRAFT COMPONENTS: CHEMICAL PRODUCTS: INDUSTRIAL SEALS AND MOULDINGS: PAINTS AND DOMESTIC PRODUCTS: THERMALAND ACOUSTIC INSULATION

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Fothergill sees improvement




[^2] Sundyy at 7.30 pm .
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italian international bank

## BASE RATE

Italian-International Bank announce that, with effect from 2nd May, their Base Rate for lending was reduced to 9 \#\%

HItalian Intemational Bank Ltd. $P \& O$ Building, Leadenhall Street
London EC3V 4PT Tel: $07-6238700$ Telex 885370 (General)


ENTERTAINMENT: GUIDE (Contd:)
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## ONCERTS

## Babcock 8.Wilcox A picture of growth

## Review of 1976

1976 profits before taxation and extraordinary items are double those of 1975 and three vears. They have been transformed by the consolidation of ACCO's accounts for a full year.
Not surprisingly, in view of the continued depressed state of the economy in this country and the low demand for capital goods generally in most parts of the world, our United Kingdom operations were hard pressed to maintain the moderate levels of output of the recent past. Although performance in exports was creditable, with the value of shipments growing in the face of severe competition by advance overall in the level of profits earned by hese operations.

| Analysis of turnover and trading profits: |  |  |  |
| :---: | :---: | :---: | :---: |
| Powerand process ongineering group |  |  |  |
| Corstruction equipment group |  | 35,820 | 3.762 |
| Genersal ongineering group |  | 105.317 | 4.628 |
| Electrical enginearing group |  | 16,013 | 1,497 |
| International group |  | ${ }_{122.061}{ }^{\circ}$ | 3286 |
| ACCO |  | 198,734 | 17,126 |
| total |  | 629,932 | '33,307 |



Thus the profit growthin 1976 arose entirely rrom overseas operations and, whilst improvement the increase was a marked attributable to the investments made at the end of 1975 in ACCO and Babcock-Hitachi KK. As a result, 65 per cent of Group profits in 1976 derived from overseas operations, which now account for 60 per cent of total funds employed.

## Outlook for 1977

A promising start was made to 1977 with orders booked in the first few weeks by the United Kingdom companies showing a. substantial increase over the corresponding I do not expe Ido not expect that there will again be a material exchange profitin 1977 and therefore mafitability is largely dependent on recovery from the present world economic recession. There are no indications that such a recovery is imminent despite the fact that our order intake has shown some signs of improvement. With approximately two-thirds of the Group's profits generated overseas and of of the economy there is of vital importance to the prosperity of the Group. . .

Mr. John King, Chairman, reporting to shareholders.
The Group emplors approximately 36,000 people and
turnover in 1976 araounted to $£ 629.9$ million.
Babcock \& Wilcox Limited
A leader in world-wide engineering

Norges Hypotekforening for Neringslivet
（The Norwegian Mortgage Association for Industry and Trade）
DM 50，000，000：
71／4\％Bonds due 1987


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「Chemical Bankがアメリカのほかの国際的銀行と ちがう点は，ぁ金ではありません。誠実さです」

＂The difference between Chemical Bank and the other large U．S．international banks isn＇t money．It＇s loyalty＂＇

More than money in any language CHEMICALBARK


## LEADERSHIP．．．

Most people like to do business wasier to become a leader than to remain one．

Within the ASEA Group we appreciate what it takes to be one．

Few factors are more impor－ hatiging and challenging mar－ ket requirements．
Because we are determined to equipment，transportation ndustrial engineering products and materials handling－we have spelled out the basic ob－ nies are concentrating on today：

1．To improve or develop，in cooperation with our cus tions for the generation ransmission and use of
combine the highest possible energy savings－and the
lowest possible operating costs．
To increase－to the fulles extent possible－the flexi－ facilities to best meet new or changed desires and re－ quirements in the markets
for electrical equipment．

To develop and－in cooper ation with our employees introduce the type of new technology that is require for the Company to be able to meet in a smooth and mands that increased costs have already imposed，and

We welcome change and chal lenge as practical tests of to serve the interests of em－ ployees，customers，sharehold

If you would like to know nore about the ASEA Group of our Annual Report．The highlights of our recent opera－ ions，below，tell only a part
Condensed Data
（Sterininged Dataunts in millions
except＂per share＂）
Sales ．．．．．． 19761975 $\begin{array}{llll}\text { Orders } \ldots . . & \mathbf{1 , 2 2 0} & \mathbf{1 , 2 6 0} & 1,250 \\ 1,25\end{array}$ $\begin{array}{lll}\text { income } . . . & 98 & 75 \\ \text { Net profit ．．} & 22 & 43\end{array}$ Profit per
share．．．．．． $\begin{array}{llll}\text { Share．．．．．．} & \text { E } 2.90 & \text { £ } 3.80\end{array}$ $\begin{array}{llll}\text { reserves } . . . & & 221 & 194 \\ \text { Assets } & \text { 1，734 } & 1,419\end{array}$ Shareholders＇ 25425 equity $-\ldots$ ind 264.256
Orders in hand $\begin{array}{lll}\text { at end of year } & 2,085 & 1,865\end{array}$ Capital
$\begin{array}{lrr}\text { expenditare } & 84 & 63 \\ \text { Shareholders } & 75,000 & 75,000\end{array}$ $\begin{array}{lll}\text { Employees } & \mathbf{7 5 , 0 0 0} & \mathbf{7 5 , 0 0 0} \\ & 44,194 & 43,604\end{array}$ Sterling amounts translated from
Swedish
kronor


"For the third successive year there was a significant improvement in Group Profits and the sharp increase in 1976 owed much to our broad international spread. Profit before tax rose from $£ 52$ million to $£ 73.3$ million (equivalent to $£ 16$ million after inflation adjustment)....

|  | 1975 | 1976 | Increase |
| :---: | :---: | :---: | :---: |
| Customer Sales | £1,015 million : | £1,289 million | + $27 \%$ |
| Profit before Tax: | £52 million | £73.3 million | +41\% |
| Earnings per $\therefore$ : | : |  | - |
| .- ordi share $\because \because$ | 14.7p | 19.0p | +29\% |
| $\cdots$ Proposed Ordinary | 5.5p $: \cdot$ |  |  |
| . Dividend (gross) | $5.5 p$ | 7.0p | +27\% |

... It is too early to forecast the out-turn for 1977, but our piroduct and geographical diversity should enable us to maintain good progress." ... Sir Reay. Geddes KBE Chairman.


Dunlop Holdings timited
25.Ryder Streett London SWYY 6PX.

# Parsons'achievements Present-not historic 

- Last year two of the four Candu units at Pickering nuclear power station outperformed all the other 67 nuclear installations of comparable size around the world, and a third Pickering unit was fourth. Parsons supplied the 540 MW turbine-generators.
- The 800 MW sets at Bruce nuclear station in Canada commissioned in 1976 are the most powerful machines of British design to go on load anywhere in the world.
- For 13 years Parsons machines have consistently dominated the CEGB's thermal efficiency table. In each of the last four years the top four stations had Parsons turbine-generatoris:
- For the year 1976-77 the four Parsons 500MW machines at Ratcliffe: power station senerated nearly 14.000 million units - 900 million units more than the previous CEGB record, iself set by Ratcliffe.
- Six of the eight 660 MW sets commissioned in the UK and the only ones to achieve full load, are of Parsons manufacture.
- The first 660 MW set at the South of Scotland Electricity Board's Hunterston AGR nuclear station generated twice its planned output in its first year of operation.
- Since the industry was rationalised in 1968, Parsons has won over $56 \%$ of the export orders for turbine-generators obtained by UK manulacturers. Sets have been supplied to 22 customers in 14 countries.
- The forced outage rate of the last eight CEGB 500 MW sets of Heaton design has beenn $1.58 \% \%$. This rate compares with the published figure of $3.3 \%$ for American sets of comparable size.
- Parsons is a major employer of skilled labour in the Northern Region the area with the highest unemployment rate in Great Britain.
- The CEGB has instituted a system of auditing and approving the Quality Assurance procedures operated by their suppliers. Parsons is the first turbine-generator manufacturer to have received this approval. The Company's Quality Assurance procedures have also been approved after audit by major overseas supply authorities.
- Historic - Sir Charles Parsons invented the turbine-generator. Parsons were first in the UK to build and commission $60 \mathrm{MW}, 100 \mathrm{MW}, 120 \mathrm{MW}$, $200 \mathrm{MW}, 500 \mathrm{MW}, 550 \mathrm{MW}$ and 660 MW sets.


## PARSONS-leaders in turbine-generator technology

## RWITMEMIONA TINANCIAL AND COMIPANY NEWS

Rights and dividend rise at Daimler-B.


american companies
Chrysler executives under fire



 DUTCH COMPANIES
Standard Brands explains bid



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Gaz de France deficit


## Loan terms amnounced





 DOMESTIC BONDS

## Swiss bonds hit



Commercial bank lending higher in final quarter

AONIEAEOUSSONKGNNENUEANEN MS



## Storebrand pays 9\% dividend

sY FAY GJESTER


Prices down on the day

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Notice is hereby given that a DIVIDEND the rate of- $£ 2.50$ per Share, voted at the General Meeting of SharehoIders, held on 4th May 1977, will be PAYABLE on and after 3rd June 1977, in Eondon at the Office, 23 Feneburch Street, E.C. 3. The Coupon to be-presented is No. 104. The holders of Founders' Shares will receive an amount: of $£ 257.20$ per whole share against presentation of Coupon No. 47. Coupons must be listed on forms, which can be obtained on application, and left five clear days for examination before payment

## Up another 6 on growing confidence

## \$ declines








## EXCHANGE CROSS-RAATES



## Euro-currency interest rates*



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OVERSEAS SHARE INFORMATION


## Indices



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## U.S. futures trading rule change








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## OMMODITY MARKET REPORTS AND PRICES



## MESSAGE 10 MANCHESTER



## MINARS

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## BRAZIL COFFEE <br> Producers upset over price fall

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## FAO worried over world rice crop





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# Leading equities up sharply on demand in thin market 

FINANCIAL TIMES STOCK indices

## Index up 12.0 to $3 \frac{1}{2}$ year high of 400.0 -Gilts higher











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FT-ACTUARIES SHARE INDICES


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OFFSHORE AND OVERSEAS FUNDS

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## INSURANCE, PROPERTY, BONDS



FT SHARE INFORMATION SERVICE







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## FINANCIAL TIMES

## HURHAEEE PLEA FQR UMETY STARTS POLITICAL STORM

## The Queen in devolution row



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## Home loans rate may drop again after record savings month



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Power workers may back strike
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## Coitinued from Page 1

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## Matan way  Romitic way


Dunlop pumps up equity base


Agriculture represents one of the many opportunities Portugal today offers British manufacturers of agricuitural machinery: Opportúnities to exploit your.skill and
drive, as well as the competitive pricin drive. as well as the competitive pricing.
edge that present exchange rates give you.

Let us help you reap them For a great deal of advice and practical
assistance you have only to contact Banc Totta \& Acores, Pave only yly to contact Banco Totta \& Acores, Portugal'soldestand
oneof its largest banks, with over 100
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to Manuel Bastos on 01-283.8555:

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[^0]:    Argentina. Austratia, Bank of London \& South America and their subsidiaries are members of the Lloyds Bank Gloup and have offices in France. Federal Ra, Banamas: Bahrain. Belgum. Brazil. Canada. Cayman Islands. Chile. Colombia. Costa Rica. Ecuador Egypt. El Salvador, Netherlands. Nicärague Paruma. Penu. Phutippines Poutugel. Singapore, Sparn! Swizerland. United Arab Emirates United Kingdom, U.SA US.S.R., Uruguay Venezupla.

[^1]:    Hampton Got J. D. M. Cooper, Gota mining Areas Litite 1. Vintnerss Place,
    LONDON ECAV 3DF

    Telephone No: 01-248 3051

[^2]:    JONNS SMITH SQUARE

